

him \$400 million to try and get things back on track.

The best ways to prevent sunk costs are to establish concrete, measurable benchmarks for any change. If you do not meet these benchmarks, do not spend any more money until you reassess what you are really trying to achieve and where your plans went awry. There has to be a benefit to going forward other than not wanting to admit failure or waste money already spent. We must be prepared to cut our losses if we can't meet our targets.

One good example of this was a government project to build an immense underground 54-mile ring particle accelerator under Waxahachie, Texas. After 14 miles of tunnels had been dug, Congress canceled the Superconducting Super Collider in 1993 due to cost estimates rising well beyond initial estimates. We may have spent \$2 billion for a 14-mile hole in the ground, but at least we didn't spend \$20 billion for a bigger one.

Closing Thoughts

In summary, here are my thoughts on firing silver bullets:

- Choose your ammunition carefully. Do not attempt to kill mosquitoes with a howitzer or elephants with a BB gun.
 - Choose your target carefully. Some things that look enticing may prove to be bulletproof no matter how well you implement.
 - Match your expectations of how long the change will take to the size of the change. If you intend to transform your entire organization, you should allow one year for every level in the organization between the person in charge and the lowest level employee.
- A good example of this was the Defense Department's transformation to a joint environment. Congress passed the Goldwater-Nichols Act in 1986, and DoD completed most of the transformation 10 years later.
- Be ruthless. If an initiative is not meeting targets, either revise your expectations or kill the project.
 - Do not turn people into targets for change. They tend to resent it and resist. Instead, give them weapons and turn them into shooters. The more people you have on your side firing in the same direction, the more likely it will be that your silver bullets will find their mark.

Until next time, Happy Networking!

Long is a retired Air Force communications officer who has written regularly for CHIPS since 1993. He holds a Master of Science degree in Information Resource Management from the Air Force Institute of Technology. He is currently serving as a telecommunications manager in the U.S. Department of Homeland Security.

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"Big T" Hosts PEO EIS Working Group

By Mass Communications Specialist (SW/AW) Kelly Morgan

Supporting the Naval warfighter, the amphibious assault ship, USS Tarawa (LHA 1), hosted a working group conference Dec. 12, 2006, chaired by Rear Adm. Timothy Flynn, Program Executive Officer for Enterprise Information Systems (PEO-EIS).

The PEO EIS team came aboard Tarawa to interact with the Naval warfighter and get honest feedback and suggestions from fleet Sailors on the PEO EIS product line. The team was very interested in seeing how their products that are currently deployed are put into play aboard a large deck "amphib."

Flynn currently oversees a portfolio of large-scale information technology projects and programs designed to enable common business processes and provide standard information technology capabilities to the Department of Navy. They include the Navy Marine Corps Intranet (NMCI), Navy Enterprise Resource Planning (ERP), Global Combat Support System-Marine Corps (GCSS-MC), Sea Warrior, Navy Standard Integrated Personnel System (NSIPS) and the Navy Manpower, Personnel, Training and Education (MPT&E) portfolio.

The admiral was accompanied by two Senior Executive Service personnel, engineering and acquisition staff and various program managers. Together, they toured the big deck "gator" lending their experience and support to Sailors and Marines along the way. In doing so, they engaged with the Office of the Chief of Naval Operations on the Next Generation Enterprise Network, the NMCI, in both CONUS and OCONUS implementations, pierside services and more.

"This visit provided a tremendous opportunity to meet an outstanding crew," Flynn said, in response to the ship's capabilities and manpower.

In reference to combat systems and combat readiness, the admiral asked about the services and systems the Space and Naval Warfare Systems Command (SPAWAR) currently provides to the fleet in comparison with the now outdated IT-21 program.

The admiral was very impressed with the knowledge of Tarawa's Sailors and the informative briefs that he received during his visit.

Prior to departing the Big T, Flynn expressed his appreciation to Tarawa's crew for their feedback during the team's visit.

For more information about the PEO EIS, go to the SPAWAR Web site at <http://www.spawar.navy.mil> and click on the PEO EIS seal. For more information about Tarawa, contact PAO@Tarawa.navy.mil.



Chief Petty Officer Nelson Mozzini, foreground, attached to Commander Amphibious Squadron One, explains the integration process between the Joint Operations Center and Combat Information Center to Rear Adm. Timothy Flynn, Program Executive Officer Enterprise Information Systems, right, background, and his team, aboard the amphibious assault ship USS Tarawa (LHA 1) in San Diego. U.S. Navy photo by Mass Communications Specialist Third Class (SW/AW) Kelly Morgan.

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